

## Results of Departmental Input on Business Requirements

As discussed in Issue 1, departments were invited to participate in the project by providing input into the development of Business Requirements. In addition to reviewing the rules and regulations developed to date, departments were asked to return a survey identifying HR/Payroll features they would most like to see added in the new system. Twenty-two departments responded, representing 56 percent of the state's civil service and exempt (excluding CSU) workforce.

Since all of the features of an integrated HR/Payroll System cannot be included in the initial implementation phase, departments were asked to indicate the features most needed and which ones would reduce their workload the most.

Departmental input was reviewed by the State Controller's Office and the Department of Personnel Administration. Follow-up interviews were then held with departments in March to refine the information provided and incorporate it into the business requirements for inclusion in the Request for Proposal (RFP).

### **Survey Results**

In the area of Recruitment, two features were viewed by departments as being highly desirable. The first is to integrate the State Personnel Board and departmental exam processes. This encompasses all list certifications, including Statewide Restriction of Appointment and Reemployment Lists. The second

feature is to generate contact letters to selected applicants and list eligibles.

For Employment, departments recommended the following:

- Automate all activities associated with employment
- Have employees update their own personal data
- Automate salary determinations and calculations.
- Automate employee benefit eligibility and notification
- Trigger employee benefit enrollments and cancellations
- Track time for probation, salary adjustment eligibility and intermittent hour limitations
- Determine seniority scores
- Maintain department specific employee personal information such as work phone #, emergency contacts and email address
- Track and monitor employment qualification compliance such as credential, license and fitness
- Automate notifications to internal entities to take action when an employee separates (i.e., obtain equipment, revoke security, etc.)

In the areas of Safety and Incident Tracking, and Case Management, the departments would like to see the new system maintain Workers Compensation claim details, incident reporting, injury/incidents for statistical reporting and monitoring, and medical exam results, including case history. Also, departments would like the system to track and monitor grievances, complaints, lawsuits, and adverse actions.

Position Management is high on every department's list. Areas of interest include the monitoring of positions, maintaining position history, and administering the budget and expenditures.

Timekeeping and Leave Accounting are also viewed as being very important. Key features identified are collecting and validating daily time worked and used, based on standard and alternate work schedules, and computing overtime, shift and excess hours. Also, maintaining leave benefit balances, determining leave benefit eligibility, benefits, accruals and credits and maintain state service to support accrual rate changes.

In addition, departments would like to see the system provide online earnings statements and online HR/Payroll Reports.

# Meet your 21st Century Staff



*Nora Cheek,  
DPA's 21st Century Project Manager*

Nora comes to the Project with a great deal of experience in Human Resources Management and a Masters Degree in Business Administration. From 1978 to 1985, Nora worked for the Department of Parks and Recreation as a Personnel Analyst in the Sacramento Headquarters Personnel Office.

From 1986 to 1996, Nora served as the Manager of the State's Training Center. In this capacity she was responsible for an annual reimbursable budget of \$2.5 million and a staff of 15 civil service and 40 contract employees. During the mid-90s she also served as the State's Training Officer, developing a network of training resources throughout the United States.

In 1996, Nora spent a year as the Chief of Human Resources at the California Conservation Corps, returning to DPA in 1997. It is here that Nora was appointed as the 21st Century Project Manager for DPA.

Nora's extensive background in Human Resources at the Department level and her use of modern technology to make her work easier makes Nora the perfect candidate to fill this position. If you walked into Nora's office you would know that Nora exemplifies the goals of the 21st Century Project. She has a computer, a credenza and a small round table with 3 chairs for meetings- no desk and no secretary. There is a small stack of papers on her credenza,

which she gradually eliminates as she places the essential data in her computer.

Nora does not believe in accumulating paper! She firmly believes in being efficient by producing effectively with a minimum of waste or effort. The elimination of non-essential paper, and the use of the latest technology to input and store Human Resources/ Payroll data from the employee level up, is a major goal of the 21st Century Project.

Nora stated the biggest challenge DPA faces in the 21st Century Project is changing the state's business practices, such as how seniority is calculated, pay periods defined, and the many different types of pay administered.

To Nora, another big challenge will be getting people to let go of how they have always done things, and answering the question, "how can we simplify processes and still get the desired result?"



*Kip Gilbert,  
SCO's 21st Century Project Manager*

Kip has been with the State Controller's Office since 1980. During this time he has served in several capacities. From 1991 to 1998, he was Chief of Administrative Services for the Division of Disbursements/Administration supervising a staff responsible for Budgeting, Training, Departmental

Accounting, Business Services and Facilities Management.

From 1980 to 1984, he supervised the Human Resources Office of the State Controller's Office and from 1984 to 1991 Kip served as the Budget Officer managing the Budget, Accounting and Training Offices. He was then promoted to the Chief of Administrative Services.

In November 1998, Kip was appointed to serve as the Project Manager for the 21st Century Project under the direction of John Harrigan, Chief, Personnel/Payroll Services Division.

Prior to coming to the State Controller's Office in 1980 Kip had worked in Human Resources for the Departments of Health Services and CalTrans.

With this background Kip brings to the project years of supervisory and management experience in the State's Human Resources and Budget processes.

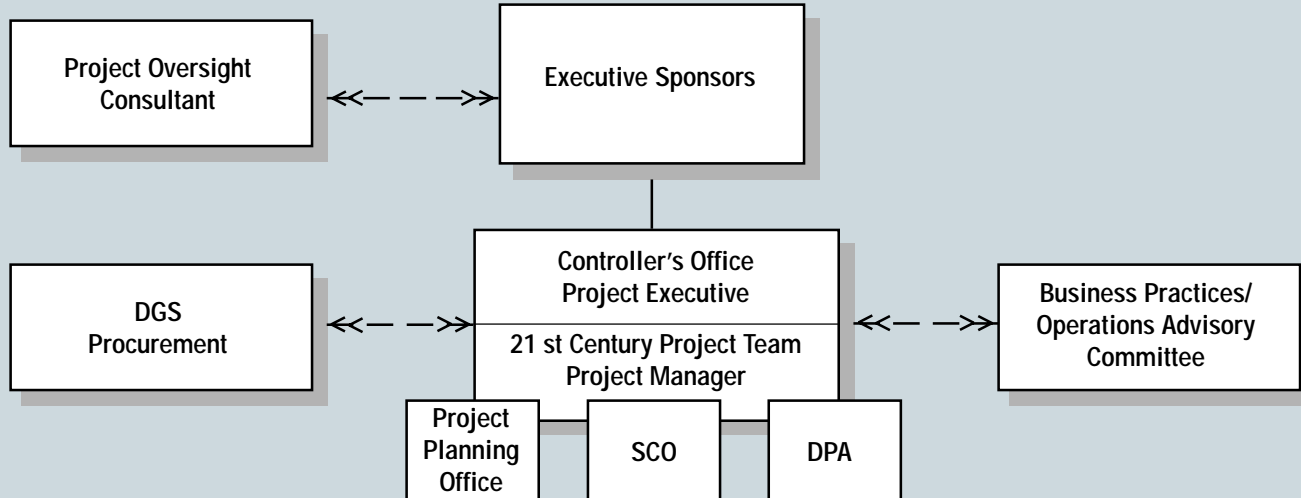
Kip is very result oriented. He is always looking for the simplest way to accomplish a task, employing automation as appropriate. He firmly believes Administration is a service organization and should always meet the needs of the "clients." For Kip one of the primary goals of the 21st Century Project will be to meet the needs of its clients: the departmental staff of the Human Resources and Payroll offices.

When asked what he saw as his primary challenge in serving as the 21st Century Project Manager for the State Controller's Office, Kip stated that he is charged with two major challenges.

One challenge will be to successfully manage the Request for Proposal (RFP) process. He knows how critical this is in assuring that the State obtains a system that will truly meet the needs of the departments and central agencies. Insuring that all

*(Continued on next page)*

# 21st Century Project Organization



## Purpose of each Group

<i>Executive Sponsors</i> .....	Monitors project deliverables, provides executive endorsement, support and represents the project at the highest levels within the State.
<i>SCO Project Executive</i> .....	Provides executive support and strategic direction.
<i>Project Manager</i> .....	Manages Project Team, prepares BCP's and provides day to day direction.
<i>SCO</i> .....	Provides business, payroll and technical expertise and administrative support.
<i>DPA</i> .....	Provides expertise on human resources related functions.
<i>Project Oversight Consultant</i> .....	Provides independent oversight of the project management and tracking process, and insures compliance with state requirements.
<i>Project Planning Office</i> .....	Manages project workplan and schedules, and monitors deliverables.
<i>DGS Procurement</i> .....	Provides Procurement expertise.
<i>Business Practices/Operations Advisory Committee</i> .....	Provides reviews and input from a departmental/central agency perspective.

## Timeline for the 21st Century Project

<i>Request for Proposal (RFP)</i>	
<i>Development/Review</i> .....	April-June 1999
<i>Request for Proposal Release</i> .....	July 1999
<i>Supplier Proposal Evaluations</i> .....	August 1999-March 2000
<i>Feasibility Study Report (FSR)</i>	
<i>Development</i> .....	April-June 2000
<i>FSR Approval/Contract Award</i> .....	July 2000

*The 21st Century Project is for **all** state employees. In order to effectively meet the needs of employees, human resources/ payroll offices, managers, departments and central agencies we want and will continue to ask for your recommendations, comments and questions.*

*Our e-mail address is [21stcentury@ca.gov](mailto:21stcentury@ca.gov).*

*Keep current on the project via [www.21stcentury.ca.gov](http://www.21stcentury.ca.gov).*

## Kip Gilbert (Continued from previous page)

business and technical requirements are in the RFP is a major task. Serving as Chair of the RFP Committee he must make sure that the whole process is very objective and fair to all parties.

His second major challenge is developing and presenting the

justifications for obtaining the funding for such a major project over a period of several years. Kip's background in the state's budgetary process will serve him well in accomplishing this difficult assignment.

In talking with Kip and Nora, one

becomes very aware, they both firmly believe that for the 21st Century Project to be successful it is extremely critical that the Department of Personnel Administration and the State Controller's Office establish effective interaction with all stakeholders.

*21st Century Project is a bi-monthly newsletter of the partnership of the Department of Personnel Administration and the Office of the State Controller. Suggestions and comments about the project and newsletter may be sent via e-mail (21stcentury@ca.gov) or to 300 Capitol Mall, P.O. Box 942850, Sacramento, CA 94250-5878, Attention Bonni Silva.*

**21st Century Project Management**

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## WHAT'S NEW

- Input received from departments from the survey and interviews has been incorporated into the business requirements definition for inclusion in the RFP.
- A Project Planning Office has been established to manage the 21st Century Project tasks and to provide the necessary project planning data as prescribed by the Department of Information Technology on a project of this size.
- Job announcements for the procurement phase of the project are anticipated to be released in early June.
- The State Personnel Board is in the process of defining its Business Requirements for inclusion in the RFP.

